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Cynthia T. Brown
Chief, Section of Administration
Surface Transportation Board
395 E St., S W
Washington DC 20423

EP 526 Sub 3

My name is Chuck Littlefield and I am the Chief Operating Officer of Richard Best Transfer INC., a California railroad transloading company located in the Central Valley of California. We offload unit trains of agricultural commodities for California's Dairy Industry. Some of our customers are companies like ADM and Gavlion. We have just completed construction of our unit train facility which can receive unit trains as large as 112 cars. We are located on the San Joaquin Valley Railroad at rail station, Ivory, (see our website www.rbtincca.com). We have access to both UP and BNSF and offload approximately 4000 railcars annually of ag commodities such as canola, ddg, corn gluten, whole cottenseed, and corn germ to mention a few.

Attached you will find a summary of my qualifications for consideration for the Railroad Shipper Transportation Advisory Council. I am also a part-time professor at California State University, Fresno. I teach supply chain management and global logistics for the Sid Craig School of Business. I serve as the President of the Central California Rail Shippers & Receivers Association (CCRSRA) along with being a committee member of Tulare County's Rail Commission. Furthermore, I worked with California State Senator Michael Rubio in passing California Senate Bill (SB325) establishing a rail authority over a five county region for the purpose of preserving and protecting short line rail. Therefore, I would like to be considered for the council in order to represent shippers/receivers interests regarding rail infrastructure development and preservation. Please feel free to contact me at your earliest convenience.

Respectfully,

Chuck Littlefield
34754 Sunflower Lane
Squaw Valley, CA

COO RBT INC

559-994-9784

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U.S. DEPARTMENT OF
TRANSPORTATION
WASHINGTON, D.C.

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WORK HISTORY

3-17-2008 to present **Chief Operating Officer & Executive V. Pres, Richard Best Transfer, INC.**, in charge of daily operations, P/L's, strategic planning and business development leading to the overall profitability of the corporation while headquartered in **Dinuba, CA.**

Accomplishments – Successfully re-structured the organization from top-down. Converted accounting system from a cash basis to an accrual basis. Greatly reduced expenses while increased revenues. Diversified product mixes and successfully made a \$6.5 million facility acquisition and expanded operation to become the largest rail trans-loading company in the Central Valley of California, www.rbtincca.com.

1-23-2009 to present **Professor, California State University at Fresno** – teaching a senior level four credit marketing & logistics course for the Sid Craig School of Business (MKTG - 114), "**Principles of Supply Chain Management and Logistics**," **Fresno, California.**

Accomplishments – Received a 4.8 out of a possible 5.0 evaluation rating.

7-30-2007 to 2-29-2008 **Vice President Terminal Operations, American Commercial Barge Lines**, responsible for the safety, leadership and financial success of all facilities and terminals on ACL while headquartered in **Jeffersonville, IN.**

Accomplishments – Successfully re-negotiated new coal miner labor contract at the St. Louis Coal Terminal establishing more productive and flexible work rules. Established more stringent AFE guidelines for department capital expenditures. Orchestrated and led new acquisition of a barge fleet facility in the Port of Houston beating out largest competitor, **Ingram Barge Lines.**

2005 - 2007 **Vice President of Operations-North Region, OmniTRAX INC.**, responsible for the financial and safety performance of 10 short line railroads (4 in Canada, 6 in the US) totaling over \$60 million in gross revenues while headquartered in **Chicago, IL.**

Accomplishments – Guided North Region from being worst in safety and financial performance to first in entire company. Six of my 10 railroads won Jake with Distinction Awards for Safety Performance. Successfully re-negotiated UTU labor contract for more favorable and flexible work rules along with huge wage and benefit concessions. Successfully re-negotiated Union Pacific's Canal Street Intermodal Switching Contract for a 10 percent rate increase extended for an additional three years. Increased revenue carloads 12 percent overall for region.

2001- 2005 **General Mgr., Rail America, Inc.**, led, developed, and implemented operating,

budget, capital improvement, marketing and safety programs and plans for the San Joaquin Valley Railroad headquartered in Exeter, California.

Accomplishments – Completely revamped the entire company from top to bottom. Literally took the company from worst to first in overall performance. Company was selected as the nation's top short line railroad in 2003 (see attached Railway Age magazine article.) Successfully re-negotiated a new 5-year UTU labor contract which focused union labor force on productivity measures greatly enhancing service flexibility and consistency resulting in a 32 percent revenue carload increase over three years.

2000-2001 Terminal Superintendent, Burlington Northern Santa Fe Railway, supervised and developed operating plan and overall operation of the Ft. Worth Terminal Complex along with the Ft. Worth Subdivision headquartered in Ft. Worth, Texas.

Accomplishments – Improved Safety Performance by 22 percent over previous year and increased carload productivity by 15 percent while reducing expenses by 5 percent over the previous year. Received the highest efficiency rating of all Terminal Superintendents in the Southern Region.

1998-2000 Asst. Terminal Supt., Burlington Northern Santa Fe Railway, supervised all facets of daily operation of the Classification Yard at Barstow, California.

Accomplishments – Set new company record for most consecutive days worked without a reportable injury – 583 days straight. Set new hump count record of over 2000 railcars processed in 24 hours. Helped implement new computer system (TSS) and cutover to all Barstow Operating facilities while maintaining strict budget adherence.

1996-1998 Terminal Mgr., Burlington Northern Santa Fe Railway, in charge of the development and daily execution of the Terminal Operating Plan as well as the supervision of all Trainmasters, Asst. Trainmasters, and TE&Y employees for the Classification Yard at Barstow, California.

Accomplishments – Established new safety process which included a closed loop process featuring employee empowerment thru proactive safety committees. Established a new performance measurement system which incorporated specific productivity measures in every operating discipline.

1995-1996 Mgr. of Corridor Operations, Burlington Northern Santa Fe Railway, supervised all dispatchers in Southeast Operations in order to maintain fluid main line rail operations over territory while located at the System Operation Center in Schaumburg, Illinois.

Accomplishments – Maintained best overall Amtrak performance for Amtrak trains numbers 3 & 4 over Western Region Trans-Con

1994-1995 Trainmaster, Santa Fe Railway, charged with the daily execution of Terminal Operating Plan as well as supervision of all Asst. Trainmasters and TE & Y crews at Belen, New Mexico.

Accomplishments – Improved safety performance through administering a strict field efficiency testing program which focused on employee accountability and responsibility. Assisted in TSS cut-over of all operating systems enhancing system performance.

1993-1994 Mgr. Train Operations, Union Pacific Railroad, directed all rail operations over Choctaw Subdivision as well as maintained strict budget compliance headquartered at Denison, Texas.

Accomplishments – Took territory from worst operating efficiency numbers to the best on the entire Van Buren Service Unit achieving 98 percent OnTime-On Plan Operating Performance. Reduced human factor derailments by 90 percent over entire territory by administering a strict operating efficiency testing program focusing on 100 percent rules compliance.

1990-1993 Mgr. Train Operations, Union Pacific Railroad, supervised all terminal operations at World's Largest Classification Yard at **North Platte, Nebraska**.

Accomplishments – As Team Leader, work closely with signal engineers to place world's largest terminal under one Computer Aided Dispatching Operator for automatic train control of the terminal greatly enhancing overall train performance. Received UP's AIP Award for project success. Designated as North Platte Service Unit Interrogating Officer for all investigations. Established Service Unit Newsletter for all employees called the "UPDATE" which received another UP AIP award

1987-1990 Mgr. Train Operations, Union Pacific Railroad, supervised all rail operations over Coffeyville Subdivision headquartered at **Coffeyville, Kansas**.

Accomplishments – Assisted and facilitated the implementation of a new service operating plan initiated by the merger of the MK & T Railroad. The new operating plan featured south bound loaded train operations running over former Missouri Pacific trackage and empty north bound train operations running over the former MK & T lines. This also included the training and indoctrination of train and engine personnel operating over unfamiliar territories along with working with employees from a different organization.

1986-1987 Asst. Roadmaster, Union Pacific Railroad, supervised all rail gangs involved with re-construction of Neff Classification Yard at **Kansas City, Missouri**.

Accomplishments – Worked closely with Project Engineers on the re-building of the Neff Classification Yard. The project was completed on schedule and under budget

1985-1986 Mgmt. Trainee, Union Pacific Railroad, toured entire rail operations and departments of the railroad in order to receive a full comprehensive understanding of the company's rail operations and assets while headquartered in **Omaha, Nebraska**.

Accomplishments – Identified as one of the best management trainees to come through the program in years and was the only trainee selected out of my class for an operating position.

1983-1985 Graduate Asst, Oklahoma State University, taught an introductory microcomputer course to graduate and under-graduate students stressing emphasis on BASIC programming, word processing, data base management, and statistical forecasting at **Stillwater, Oklahoma**.

Accomplishments – Received outstanding student evaluations and requested by Dean of College to stay an additional year.

EDUCATION

Master of Science, Oklahoma State University, Stillwater, OK
Bachelor of Science, Texas Tech University, Lubbock, TX
Associate of Arts, Tyler Jr. College, Tyler, TX

AWARDS & ACCOMPLISHMENTS

Magna Cum Laudi Graduate
Texas State FFA Vice President
Phi Kappa Phi, Gamma Sigma Delta, & Alpha Zeta Honor Fraternities
Omicron Delta Kappa Leadership Fraternity
Union Pacific Achievement Awards 1991 & 1992
Certified Locomotive Engineer 1992
ASLRRRA Silver Safety Award 2002
ASLRRRA Copper Safety Award 2003
Jake With Distinction Awards 2002, 2003, 2005, 2006
Short Line Railroad of the Year Award 2003
Empire's Who's Who Among American Business Executives & Professionals 2003
Ronald Reagan Gold Medal Award Winner 2004
NRCC's Businessman of the Year 2004
Author of book, "Railrolution. It's As Simple or Complex as That," April 2008

PROFESSIONAL ASSOCIATIONS

Committee Member of the Tulare Cnty Assoc. of Gov. Rail Commission – 2008 to present
President of the Central California Rail Shippers & Receivers Assoc. – 2008 to present
President & CEO of the Port of Ivory, LLC – 2009 to present
Member of the American Short Line & Regional Railroad Association – 2002 – 2007
Member of the California Grain & Feed Association – 2010
Board Member of the Tulare County Economic Development Corporation – 2011 to present

BUSINESS TRAINING

Center of Creative Leadership, Leadership Development Program, San Diego, CA
Southern Methodist University, Executive Management Training, Dallas, TX
Illinois Institute of Technology, Locomotive Engineer Training & Certification, Chicago, IL
Rail Sciences Inc., Derailment Cause Finding, North Platte, NE
Looking Glass Inc., Management Development Program, Kansas City, MO
Management Training Program, Union Pacific Railroad, Omaha, NE
San Joaquin Political Academy, Candidate Development, Fresno, CA

REFERENCES

Available upon request